INTERNATIONAL AVIATION

FEDERAL AVIATION ADMINISTRATION
Fiscal Year 2004 Business Plan
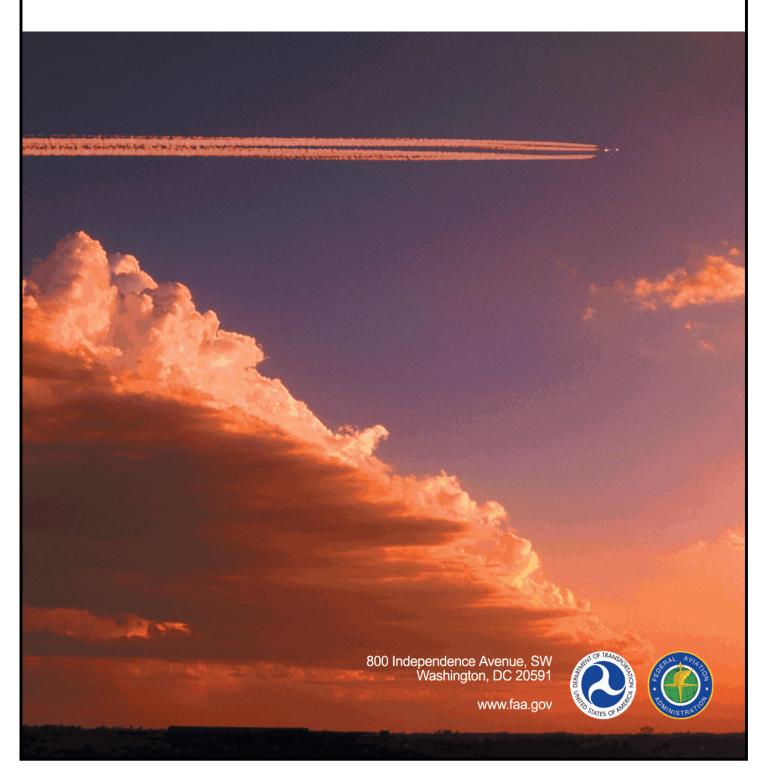
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INTRODUCTION

The FAA must broaden its international network of partnerships with civil aviation authorities around the world to enhance safety and promote seamless operations.

The Assistant Administrator for International Aviation (API) supports the technical efforts with other countries that agency program offices will undertake in FY 04. This means working with key bilateral aviation partners as well as the International Civil Aviation Organization (ICAO) to support the adoption of international safety standards and our safety gains available to civil aviation authorities around the world.

implement harmonized air traffic procedures and technologies. We will also work through organizations and programs such as the Asia Pacific Economic Cooperation (APEC), Safe Skies for Africa, the Third Border Initiative, the European Aviation Safety Agency (EASA), Cooperative Development of Operational Safety and Continuing Airworthiness Project (COSCAP), the North American Aviation Trilateral (NAAT) and University Consortium Safety Summits to make

INTERNATIONAL LEADERSHIP

OVERVIEW

API helps the line organizations in the agency provide direct or indirect assistance to 129 countries around the world to help them improve their aviation systems. The United States is the largest contributor of technical and financial support to the International Civil Aviation Organization (ICAO), which represents 188 of the world's civil aviation authorities.

While the worldwide air accident rate has improved over the last ten years, the rate is higher in parts of the world where major growth is forecast to occur over the next century. In this environment, API must work with our international partners to be able to ensure that the flying public is able to travel as safely and efficiently abroad as at home.

This Office contributes to the following strategic International Leadership Objectives outlined in the FAA 2004-2008 Flight Plan:

INTERNATIONAL LEADERSHIP OBJECTIVES
1. Promote improved safety and regulatory oversight in cooperation with bilateral, regional, and multilateral aviation partners.
2. Promote global seamless operations in cooperation with bilateral, regional, and multilateral aviation partners.

A more detailed description of each Objective, including its supporting Initiatives and Performance Targets follows.

Note: API will meet the targets listed below by the end of FY 2004 except where we specify otherwise.

FLIGHT PLAN OBJECTIVE 1: PROMOTE IMPROVED SAFETY AND REGULATORY OVERSIGHT IN COOPERATION WITH BILATERAL, REGIONAL, AND MULTILATERAL AVIATION PARTNERS

FY04 PERFORMANCE TARGETS

- Secure a 20% increase, over FY 03 levels, in intellectual and financial assistance for international aviation activities from U.S. and international government organizations, multilateral banks, and industry.
- Conclude new bilateral agreements recognizing safety certification/approval systems with two key countries.
- Provide new or expanded technical assistance to six key countries.

To meet this objective we will:
- Provide technical assistance and training to key foreign civil aviation authorities.
- Work effectively with key bilateral partners to enable the global transfer of aeronautical products, technologies, and services.
- Support ICAO and regional aviation authorities.
- Work with global partners and industry to develop and implement safety-enhancing technologies and processes.

Flight Plan Initiative 1. (API Leads)

Focus political, technical, and financial resources to provide training and technical assistance to help foreign civil aviation authorities meet international standards.

API Activity

A. API will support FAA line organizations to identify key civil aviation authorities that do not meet ICAO standards. Key countries include those with existing or impending air carrier service to the United States, significant aviation activity and/or responsible for managing significant/critical airspace. AIA will assist FAA line organizations to determine priorities and resource requirements to deliver technical assistance and training to key civil aviation authorities. For example, we will:
  - Develop closer working relationships with new European Union countries through expanded cooperation and technical assistance.
  - Support line organizations in preparing for and conducting regional training workshops in airport safety and certification.
  - Conclude two agreements between FAA and the Korean CASA to support the delivery of technical assistance and training in FY 2004

- Coordinate and facilitate Safe Skies for Africa Flight standards aviation safety technical assistance to the Uganda Civil Aviation Authority (UCAA) and prepare for an IASA visit in FY2004.
- Coordinate and facilitate Third Border Initiative for the Caribbean. Technical assistance provided to the Regional Aviation Safety Oversight System (RASOS) through FY 2004.

Performance Target: API will achieve 80% of those milestones in the international work plan aimed at expanding technical assistance on time.

Flight Plan Initiative 2. (API Leads)

Develop a structure that increases intellectual and financial assistance from U.S. Government organizations, multilateral banks, and industry to support projects that enhance the infrastructure of global aviation.

API Activity

A. API will develop a strategy for working with external financial institutions and the private sector to promote funding for aviation infrastructure projects. API will work with the FAA line organizations to identify priority infrastructure projects that are likely to be successful and have an impact on safety and economic development. API will establish partnerships with foreign governments to help convince multilateral development banks to invest in aviation infrastructure projects.

Performance Targets:
- *Establish a methodology by April 2004 for approaching external funding organizations to seek funding for aviation projects.*
- *Develop an effective outreach initiative by September 2004 to educate external funding organizations on the positive impact of aviation on economic development. Complete initial outreach meetings with all appropriate funding organizations.*
- *Develop an effective strategy by April 2004 for teaming with U.S. industry in those situations where external funding for aviation infrastructure and training projects can promote safety as well as U.S. exports of aviation products and services.*

- *Organize function within API by June 2004 to support continued effort to identify and track external financial resources.*
- *Loan two API staff members part-time for 1 year (to be completed by September 30, 2004) to the InterAmerican Development Bank to promote aviation safety development projects in the region and evaluate program success at the end of the fiscal year.*
- *Increase funding from external organizations by 20% by September 30, 2004.*

Flight Plan Initiative 3. (API Leads)

Work with the European Community, primarily through the European Aviation Safety Agency (EASA), to ensure the highest level of safety and more efficient exchange of products between the U.S. and Europe.

API Activity

A. API will work with the European Commission, individual EU member states and relevant U.S. government agencies to ensure a smooth transition to EASA. API will develop a relationship with the new EASA organization that promotes the sharing and dissemination of safety information and the equitable treatment of products.

Performance Target: Throughout the fiscal year, lead negotiations with Department of State and line organizations on a framework agreement and, when appropriate, full bilateral agreement with the European Community.

Flight Plan Initiative 4. (API Leads)

Set priorities and focus FAA/U.S. resources on finalizing bilateral agreements that recognize safety certification and approval systems.

API Activity

A. API will support line organization efforts to replace BAA's with BASA's and/or the implementation of new BASA's. API will liaise with LOB to communicate any further expansion requests/opportunities to existing BASAs. API will coordinate with Department of State in developing and negotiating BASAs and associated implementing procedures.

Performance Targets:
- *Ensure the conclusion of BASA IPA agreements with Singapore, Brazil and Australia by September 30, 2004.*

- *Ensure a draft BASA executive agreement with Iceland is developed and coordinated with the Department of State by July 2004.*

Flight Plan Initiative 5. (API Leads)

Focus resources to promote global compliance with safety oversight standards by supporting new and existing regional aviation authorities and organizations.

API Activity

A. API will cooperate with FAA line organizations to provide FAA resources to support new and existing regional organizations that promote compliance with international safety oversight standards. API will identify regional priorities, and marshal USG, ICAO and other external resources to provide additional support. Specific authorities we expect to work with include: Western Hemisphere Group of Experts on Aviation Safety and Security Assistance (GEASA), the Central American Agency for Aviation Safety (ACSA), CARICOM/ACAAC/RASOS, PASO and West and Central Africa.

Performance Target:
- *API will establish a plan by September 2004 with the line organizations for assisting ICAO regional organizations.*
- *API will provide support to COSCAP, PASO and APEC by September 30, 2004.*
- *API will assist the line organizations in meeting 80% of the major milestones in the FY04 international work plan aimed at supporting regional authorities and organizations.*

Flight Plan Initiative 6. (API Leads)

Strengthen bilateral relations with Western Hemisphere partners to increase regional safety while sharing proven safety techniques with the rest of the world.

API Activity

A. At the conclusion of the Ninth North American Aviation Trilateral (NAAT/9), Canada, Mexico, and the U.S. agreed to move from an internal, trilateral focus to a more external approach that seeks to better leverage the NAAT's accomplishments in the broader international aviation community.

Performance Target:
- *Obtain the FAA Administrator's approval of the NAAT strategy by April 2004.*
- *Obtain trilateral agreement on the NAAT strategy and implementation timelines by June 2004.*
- *Begin actual implementation according to the agreed upon timelines.*

Flight Plan Initiative 7. (API Leads)
Support expansion of ICAO's Safety Oversight Audit Program to air traffic services, accident investigation and airports.

API Activity
A. API, the line organizations and NTSB will support the expanded ICAO Universal Safety Oversight Audit program and coordinate any necessary agreements to implement assistance to ICAO's expanded safety oversight audit program.

Performance Target:
- *API, with the U.S. ICAO Mission, will prepare the U.S. position concerning ICAO's proposed changes to the Universal Safety Audit Program by August 30, 2004.*
- *API will continue to coordinate with Aviation and Airport Safety and Standards (AAS-300), and the ICAO Regional Offices for North America, Central America, and the Caribbean (NACC) and South America (SAM) on additional airport certification inspection workshops for the CAR and SAM regions (in Spanish) by September 30, 2004.*
- *API will share their FAA/ICAO workshop information with other regions (e.g., Asia/Pacific) that are interested in conducting similar workshops in preparation for the ICAO airport audits beginning in April 2004.*

Flight Plan Initiative 8. (API Leads)
Increase recruitment of qualified U.S. technical personnel to fill positions at ICAO.

API Activity
A. The U.S. is underrepresented at ICAO compared to the Equitable Geographic Representation (EGR)formula. In September 2003, employment of Americans stands at only 11, or less than half our EGR target of 28. API's strategy for addressing this issue is to reach out to government and industry to increase awareness and interest in employment opportunities at ICAO. API will also create methodology for identifying ICAO employment opportunities and ensure that qualified

U.S. citizens are strongly considered for appropriate positions. During FY 2004, API will launch an ICAO Fellowship Program, which will involve sending two or more FAA employees to work at ICAO on six-month details. The details will provide an excellent opportunity for the Fellows to gain inside knowledge of crucial issues at ICAO, to network among ICAO managers and to establish a strong reputation to enhance their chances for selection for a full tour of duty as an ICAO employee.

Performance Target: Increase the level of employment of U.S. citizens at ICAO from 11 to 13 by September 30, 2004.

Flight Plan Initiative 9. (API Supports)
Encourage adoption of aviation safety and aircraft security initiatives and interventions, such as Safer Skies, to reduce the dangers of Controlled Flight Into Terrain and weather related events.

API Activity
A. API will support the line organization in this initiative by arranging seminars and providing leadership in participating in regional international safety teams.

Performance Target: API will coordinate and implement a plan with the line organization for international aviation safety initiatives and interventions by September 30, 2003. AVR plans to present three Flight Safety Foundation CFIT Approach and Landing Action Group workshops.

Flight Plan Initiative 10. (API Supports)
With the worldwide aerospace community, develop tools and processes for collecting, analyzing, and sharing information and data.

API Activity
A. ASY is leading the effort to develop and standardized set of international safety metrics. ASY has staff dedicated to this effort and has achieved agreement that the SMS effort will provide critical inputs to achieving the standardized metrics. ASY will increase awareness and encourage the use of available methods and tools for safety analysis in air traffic management and flight safety management in airlines and other aviation organizations throughout the world.

Performance Target: API will support ASY in achieving its performance target.

Flight Plan Initiative 11. (API Supports)

Work with developing states to encourage them to use the FAA Safety Management System as a model for their air traffic safety management programs.

API Activity

A. The 11th ICAO Air Navigation Conference concluded that States which have not already implemented ATS safety management programs should take action to do so to be in compliance with ICAO standards. The conference further supported the need for the introduction of effective safety management programs by all States to ensure that safety is maintained in the provision of air traffic services within airspaces and at airports.

Performance Target: API will identify needs and priorities for countries needing assistance and coordinate a technical assistance plan with ATS for delivery beginning in FY 05.

Flight Plan Initiative 12. (API Supports)

Support implementing English language proficiency training for air crews and air traffic controllers.

API Activity

A. API will work with ATS, funding organizations, and foreign counterparts to support the provision of English language training to international air crews and air traffic controllers.

Performance Target: API will work with the U.S. Trade and Development Agency to provide English language training in Afghanistan for air traffic controllers by September 30, 2004.

Flight Plan Initiative 13. (API Supports)

Work with international service partners to develop a standardized definition for runway incursion and a common categorization system and database.

API Activity

A. API will provide support to ATS in determining appropriate fora for providing presentations, seminars, and other technical assistance on runway incursion issues to international service partners.

Performance Target: API will prepare and present agreements enabling the development of joint training materials on runway incursions with the Singapore Aviation Academy by September 30, 2004.

API Initiative 1.

Support USG participation and adoption of United States positions promoting global safety and regulatory oversight and seamless operations around the globe, the September 2004 ICAO Assembly and in other international fora in 2004.

API Activity

A. API will ensure that U.S. papers and positions are prepared on-time for the 35th ICAO Assembly in September 2004.

Performance Target:
- *API will hold the 1st Interagency ICAO Assembly Preparatory Meeting by February 2004.*
- *API will send coordinated USG papers to ICAO by June 2004.*
- *API will ensure 90% of U.S. positions are coordinated by August 2004.*

FLIGHT PLAN OBJECTIVE 2: PROMOTE SEAMLESS OPERATIONS AROUND THE GLOBE IN COOPERATION WITH BILATERAL, REGIONAL, AND MULTILATERAL AVIATION PARTNERS

FY04 PERFORMANCE TARGETS.

Achieve all milestones in FY 2004 on time

To meet this objective we will:
- Work with international partners and industry to ensure the global implementation of a shared concept of operations, technologies and processes that enhance capacity and interoperability.
- Work with international partners and industry to ensure the harmonization of U.S. and global technological standards.
- Work with international partners and industry within the ICAO Committee on Aviation Environmental Protection (CAEP) to develop and adopt global environmental standards, best practices, and guidance material.

Flight Plan Initiative 1. (API Supports)

Promote commercial proliferation, interoperability and use of the Global Navigation Satellite System (GNSS) and GNSS augmentation systems internationally.

API Activity

A. API will provide support to the line organizations in promoting the development, certification, development of operational procedures, and implementation of GNSS, and its augmentation systems including concluding all necessary legal agreements. API will work with external funding organizations to secure funding for GNSS focused international activities. API and the line organizations will promote the use of GNSS through regional groups such as APEC, EAC (East African Community), CAN/MEX/USA working group, LACAC, and ICAO Regional Planning Groups.

> *Performance Targets:*
> - *API will secure external funding by September 30, 2004 for three GNSS/RNAV projects to implement regional GNSS procedures.*
> - *Meet 80% of the milestones aimed at GNSS laid out in the FY04 international work plan.*

Flight Plan Initiative 2. (API Supports)

Develop ADS-B and other capacity enhancing applications, necessary standards, equipage requirements and operational procedures for global implementation.

API Activity

A. API will support ATS participation in the development and analysis of simulation/demonstration activities and the identification of changes to air traffic policies and procedures for assurance of safe and expeditious operations.

> *Performance Target: Meet 80% of the milestones aimed at implementing ADS-B and capacity enhancing applications laid out in the FY04 international work plan.*

Flight Plan Initiative 3.

Develop tools and processes for exchanging flight data, surveillance information, and traffic flow management data to improve and harmonize global air navigation services.

API Activity

A. API will liaise with FAA line organizations to facilitate the exchange of information related to the expansion, harmonization and exchange of flight data, surveillance information, and traffic flow management.

> *Performance Target: In coordination with line organizations, API will prepare and present agreements needed to implement ETMS sharing between FAA and Japan by September 30, 2004.*

Flight Plan Initiative 4. (API Supports)

Establish new and update existing operational agreements between the FAA, Mexico, and Canada that support requirements for air traffic control communication and coordination.

API Activity

A. API will prepare a technical assistance umbrella agreement with NAV CANADA and a flight/data input/output (FDIO) annex.

> *Performance Target: API will work with ATS, AGC and NAV CANADA to develop a flight data input/output (FDIO) technical assistance agreement between the Minneapolis and Winnipeg (Canada) air traffic control facilities by September 30, 2004.*

Flight Plan Initiative 5. (API Supports)
Implement reduced separation standards.

API Activity
A. API will work with ATS to support activities to reduce oceanic separation standards. API will also work with ATS and our foreign counterparts to identify areas where assistance is needed and could be supported by the FAA.

Performance Target: Throughout FY04, API will work with ATS to identify needs and countries needing assistance and coordinate with ICAO regional organizations.

Flight Plan Initiative 6. (API Supports)
Promote the harmonizing and implementing of RNP globally and develop international air traffic routes to take advantage of enhanced aircraft equipment.

API Activity
A. In coordination with the line organizations API will provide leadership and support to ICAO regional groups to implement safe and harmonized RNP standards.

Performance Target:
- *API will work with the lines of business at regional meetings and seminars to encourage work toward the implementation of RNP by September 30, 2004.*
- *API will support the lines of business in the delivery of RNP/New Technology Seminar in Hong Kong by June 30, 2004.*

Flight Plan Initiative 7. (API Supports)
Promote NAS technologies and the development of Standards and Recommended Practices (SARPS) in ICAO.

API Activity
A. API will host quarterly meetings of US ICAO panel members to ensure the U.S. Mission to ICAO, line organizations and others are advancing U.S. positions effectively.

Performance Target: API will host quarterly meetings of all ICAO panel members chaired by the U.S. Air Navigation Commissioner. Scheduled meeting dates are as follows: December 2003, March 2004, June 2004, September 2004.

Flight Plan Initiative 8. (API Supports)
Support U.S. aviation interests at the World Radio Communication Conference and other regional and international forums.

API Activity
A. API will support ATO activities with international stakeholders to ensure that U.S. aviation policies and interest concerning frequency spectrum issues are well defended at regional and other international forums.

Performance Target API will support the presentation of ATO's working and information papers at regional and international meetings through September 30, 2004.

Flight Plan Initiative 9. (API Supports)
Work with CAEP members to develop and adopt ICAO guidance material on the Balanced Approach to Noise Management consistent with ICAO Resolution A33-7.

API Activity
A. API will promote the Balanced Approach to Noise Management at bilateral meetings and work to gain support for AEE supported guidance material at the 35th Assembly.

Performance Target:
- *API will develop with AEE a plan to promote AEE supported guidance material for a Balanced Approach by March 31, 2004.*
- *API will complete at least 80% of the milestones in the Balanced Approach guidance promotion plan.*

Flight Plan Initiative 10. (API Supports)

Build on work already done within CAEP to develop industry best practices for emissions reductions as a basis for future voluntary agreements.
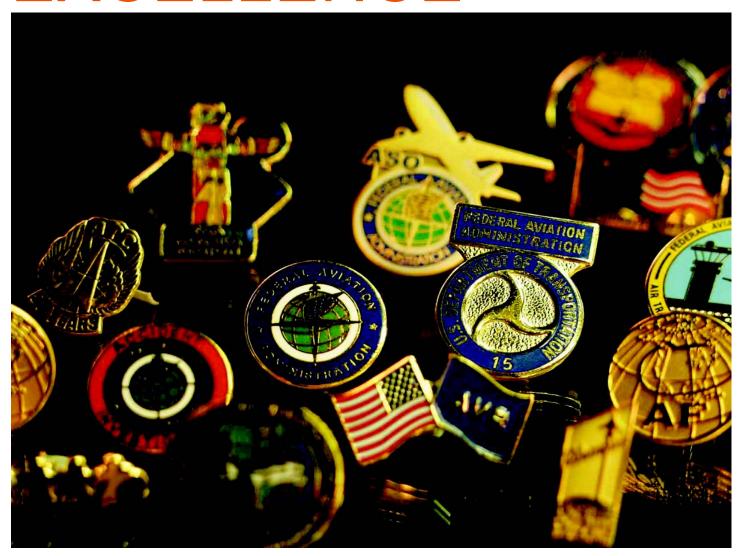
API Activity

A. API will promote the U.S. position on voluntary measures for emission reductions bilaterally and at the 35th ICAO Assembly.

Performance Targets:

- *API will develop with AEE a plan to promote the U.S. position on voluntary measures for emission reductions by January 2004.*
- *API will complete at least 80% of the milestones in the promotion plan for voluntary emission reduction agreements.*

ORGANIZATIONAL EXCELLENCE

OVERVIEW

API helps the line organizations in the agency provide direct or indirect assistance to 129 countries around the world to help them improve their aviation systems. The FAA workforce is a key component of this effort. It is FAA employees who respond to the needs of our international customers through advice, training, and technical assistance.

API sees effective management of the workforce as a critical element in providing value-added customer support to our international clients. Through improved management based on reliable data FAA employees can continue to delivery quality customer service.

This Office contributes to the following strategic Organizational Excellence Objectives outlined in the FAA 2004-2008 Flight Plan:

ORGANIZATIONAL EXCELLENCE OBJECTIVES
1. Make the organization more effective with stronger leadership, increased commitment of individual workers to fulfill organization-wide goals, and a better prepared, better trained, diverse workforce.
2. Control costs while delivering quality customer service.
3. Make decisions based on reliable data to improve our overall performance and customer satisfaction.

A more detailed description of each Objective, including its supporting Initiatives and Performance Targets follows.

FLIGHT PLAN OBJECTIVE 1: MAKE THE ORGANIZATION MORE EFFECTIVE WITH STRONGER LEADERSHIP, INCREASED COMMITMENT OF INDIVIDUAL WORKERS TO FULFILL ORGANIZATION-WIDE GOALS, AND A BETTER PREPARED, BETTER TRAINED, DIVERSE WORKFORCE

FY04 PERFORMANCE TARGETS

- Directly relate 80% of all employee performance plans to FAA strategic goals and their organization's performance plans.
- Reduce the time it takes to hire mission critical positions by 3% over FY2003 baseline.

Flight Plan Initiative 1. (API Supports)

Implement the new Performance Management System for all employees.

API Activity

A. API believes that to maximize employee potential and productivity, an organization must have a strong performance management system in place that can help employees see the link between their jobs and these goals. API instituted the new Performance Management System in FY 2003. Such a system clearly identifies expectations of employee performance, ties those expectations to the Agency's strategic plan and the organization's business plan, and emphasizes continuing feedback and communication.

   Performance Targets:
   - *Performance plans directly linking critical job elements to the business plan will be in place for all API employees within 60 days of the beginning of the performance period.*
   - *Throughout the continuous feedback process of the performance management cycle, employees will be reminded of the link between performance expectations and the business plan.*

API Initiative 1.

Assess the overall effectiveness of API corporate and individual management skills.

API Activity

A. Effective management is a key ingredient required to execute a successful business plan. No regular measurement of an individual manager or supervisor's managerial competencies currently exists. To build on the information contained in the employee attitude survey, API will conduct a 360-degree assessment of individual managers and supervisors to assess strengths and areas for improvement. This initiative

complements Flight Plan Initiative 1 in that it will be used as tool to identify specific managerial competencies included in appropriate performance plans that can be improved.

Performance Target: Establish baseline of management competencies through the use of a 360-degree survey of all managers and supervisors by November 2004.

FLIGHT PLAN OBJECTIVE 2: CONTROL COSTS WHILE DELIVERING QUALITY CUSTOMER SERVICE

FY04 PERFORMANCE TARGETS

- Secure 10% of the unfunded portion of the strategic plan through budget requests, reprioritization, and cost savings.
- Complete the closeout of 100% (FY2001 baseline) of cost reimbursable contracts by end of FY2004 and maintain timely closure of future contracts.

Flight Plan Initiative 1. (API Supports)

Annually review our customer's requirements to better align products and services.

API Activity

A. API has traditionally allocated its budget based on historical spending patterns. This has led to a disconnect between important programs and funding. Using the business plan as a guide, API will allocate its discretionary resources to ensure that it can meet both customer requirements the performance targets that support the strategic plan.

Performance Target: Travel requirements will be prioritized to ensure funding of all travel in support of API's business plan performance targets.

Flight Plan Initiative 2. (API Supports)

Put in place an agency-wide cost control program using CAS and LDR, including:

- An executive-level review process
- Identification of cross-organizational initiatives focused on controlling operations costs starting with information technology (IT) expenditures. Savings identified will be used to fund unfunded aspects of the Flight Plan
- A program to create incentives for FAA organizations to identify and implement cost savings initiatives *the end of FY04.*

API Activity

A. API will work with the Department of State and U.S. Foreign Service Posts to ensure that services received under the International Cooperative Administrative Support Services (ICASS) system are the most cost effective available for each location.

Performance Target: Throughout FY04, API will ensure that ICASS costs are held to the rate of inflation after taking into account exchange rate differences.

API Initiative 1.

Leverage resources from external funding sources to support FAA's international objectives.

API Activity

A. API provides technical assistance to foreign governments and international organizations on a reimbursable basis. In many instances countries that have the greatest requirement for FAA assistance are not in a position to provide funding. API is committed to working with donor organizations in both the public and private sector to increase funding for international aviation safety. This funding may be in the form of a direct grant/loan to a foreign government or the reimbursement of costs the FAA incurs to provide direct technical assistance or training. This initiative complements Objective 1, Flight Plan Initiative 2 under the international leadership goal.

Performance Target: Increase funding from external organizations by 20% by

FLIGHT PLAN OBJECTIVE 3: MAKE DECISIONS BASED ON RELIABLE DATA TO IMPROVE OUR OVERALL PERFORMANCE AND CUSTOMER SATISFACTION

FY04 PERFORMANCE TARGETS

- Achieve 80% of the designated milestones and maintain 80% of critical program costs within 10% of the total as published in the CIP.
- Achieve 90% of all performance targets in the Flight Plan. Achieve 30 or more of the 33 performance targets in FY 2004.
- Increase customer satisfaction scores on the American Customer Satisfaction Index to 63.
- Achieve 90% of the milestones for the agency information security plan.

Flight Plan Initiative 2.

Update and implement an agency security plan to protect our information assets.

API Activity

A. API is responsible for the local and wide area networks located in Brussels, Belgium that support FAA employees in the Europe, Africa & Middle East region. This network is critical to keeping these employees connected with FAA and their customers throughout the world. As with any other information resource, these networks are subject to attacks, both intentional and unintentional. API is committed to ensuring a secure network environment to safeguard both information and access to information for all FAA employees stationed in foreign areas.

Performance Target: Completion and approval of the security certification and authorization package (SCAP) for the LAN in Brussels, Belgium by September 30, 2004.

API Initiative 1.

Update training for the development, implementation, and tracking of international reimbursable agreements.

API Activity

A. API provides technical assistance to foreign governments and international organizations on a reimbursable basis. This assistance is based on memoranda of agreement (MOA) between the FAA and its foreign counterparts developed by API. These MOA are critical to spelling out the roles, responsibilities, costs, and liabilities of all parties to the agreement. It is critical to workforce planning, financial management, and attainment of our international goals that these agreements are properly formulated and executed.

Performance Target: Provide training to all appropriate API personnel by March 31, 2004 with regard to required content, financing, clearance, and implementation procedures for international reimbursable agreements.